

# **Internship report in HR strategy planning of Viola Vitalis**

## **Submitted by**

**Name:** Faisal Hasan Khan

**ID:** 11264003

**Course:** BUS-699 (Internship)

**Program:** MBA

## **Submitted to**

**Academic Supervisor:** Tareq Mahbub

Assistant Professor

BRAC Business School

BRAC University

## **Date of Submission**

June 01, 2014

# Letter of Transmittal

June 01, 2014

Mr. Tareq Mahbub

Assistant Professor

BRAC Business School

BRAC University

Sir

I am the student of MBA program of BRAC University, major in Human Resource Management. With the reference to your authorization, this is the report of “Internship report in HR strategy planning of Viola Vitalis” that you have assigned me as an essential requirement of internship program.

This report will provide clear concept about business operation and overall function of HR practice in Viola Vitalis. I hope the report will help you to inform also about the implementation of IT system to develop the HR strategy planning of Viola Vitalis.

I would like to request you to accept my internship report for further assessment.

Sincerely Yours,

---

Faisal Hasan Khan

ID: 11264003

MBA Program

BRAC University

# Table of content

| Serial no.  | Page no. |
|---|----------|
| <b>Acknowledgement</b>  | 05       |
| <b>Executive Summary</b>  | 06       |
| <b>Chapter 01: About the organization</b>                           |          |
| Introduction  | 07       |
| History of business   | 07-08    |
| Products of Viola Vitalis   | 09-10    |
| <b>Chapter 02: HR practice of Viola Vitalis</b>                     |          |
| Organizational structure  | 11       |
| Human resource management of Viola Vitalis                          | 11-15    |
| Recruitment and selection process                                   | 12-15    |
| Source of recruitment   | 12-13    |
| Selection process   | 14-15    |
| <b>Chapter 03: SWOT analysis</b>                                    |          |
| SWOT analysis of Viola Vitalis                                      | 16-17    |
| HRM findings of Viola Vitalis                                       | 17-18    |
| <b>Chapter 04: Area of research</b>                                 |          |
| Background study  | 19-20    |
| Problem identification in human resource functions of Viola Vitalis | 19-20    |
| Analysis  | 20-29    |
| Findings  | 29-31    |
| Solution  | 32-36    |

|   |       |
|---|-------|
| Implementing attendance management system for HR strategy | 32-34 |
| Implementing leave management system for HR strategy      | 34-36 |

## **Chapter 05: Recommendation and Conclusion**

|                   |       |
|-------------------|-------|
| Recommendation    | 37-38 |
| Conclusion        | 38    |
| <b>References</b> |       |
| Appendix A        | 40-43 |
| Appendix B        | 44    |

# Acknowledgement

This project is possible with the guidance and the assistance of several individual who contributed and extended their valuable assistance in the preparation and completion of the study. I am most grateful to my academic supervisor Mr. Tareq Mahbub, Assistant professor of BRAC Business School for providing feedback and support throughout the semester on this report.

My sincere gratitude to Mr. A. K. M. Abdus Shakoor, Senior Manager (Finance and Admin) for allowing me to do internship at Viola Vitalis. I am also thankful to Dr. Md. A. Salam, Senior Operation Manager and Mohammad Khaled Kawsar, Manager (Sales and Marketing) for giving me time from their busy schedule and explaining how work is done in HRD and assign me with various task during internship.

I would also like to extend special thanks to the entire staff of Viola Vitalis for their full co-operation, guidance and support during my internship.

Lastly, I would like to thank the MBA department and the Career Service Office (CSO) of BRAC University for furnishing me with the updated procedure.

# Executive Summary

The objective of the internship is to fulfill the requirement of the MBA program as prescribed. An intern prepares internship report at the end of the internship period but the main objective of the internship is to get the hands-on experience of the real world organization. The internship is completed with the objective of getting practical knowledge in the HR area of Viola Vitalis.

There are many pharmaceutical and nutraceutical company in Bangladesh. Viola Vitalis is a leading pharmaceutical and nutraceutical company operating in Sweden, Bangladesh and USA since 2005 with the aim of providing innovative and high quality nutraceutical. Office of the organization is situated in Mohakhali DOHS at Dhaka. Derma Care, Dento Care, Arsenicure are some of its product which manufactured and sell in the Bangladesh market. Viola Vitalis is the pioneer manufacturer of nutraceutical for the prevention and cure of arsenicosis. Arsenicure and Ars-Detox are few unique product aimed at curing arsenicosis rather than simply eliminating its symptoms. A team of biochemists, microbiologists, engineers and professionals ensure high standard that the company aspire to maintain. Recent technology, research and highly qualified professional are the main instrument for this organizations success. The mission and vision of the organization is to provide product of health care invented by advanced technology at affordable price. It describes itself as an organization with multidimensional scope where electronic communication plays a vital role.

In this report, I have gone through the overall HR policies and practices of Viola Vitalis. Recruitment, selection, staffing, performance appraisal, training facility and general HR activities are part of the responsibility of HR in this organization. I collected information on basic job functions of other departments for better understanding of the relation between them and the HR department. This report gives a glimpse of knowledge about the history and work culture of Viola Vitalis from a broader perspective. I conducted survey among the employee and find out the most needed change want by the employee and explain the accomplishment of development and my recommendation. In common, I have tried my level best to work with the most important human resource activities which I have illustrated through the report.

# Chapter 01: About the Organization

## **Introduction:**

This report is prepared as a requirement for internship. By working in this organization Viola Vitalis as an internee, I came to know various kind of HRM practice which is very useful for me. Though it is a research based organization but it has proved itself in the related industry as a major competitor. In this report, not only the HRM practice but also the operation of management, production and marketing has mentioned. Though in definition, human resource management is the organizational function that deals with issues related to employee such as recruiting, hiring, training, performance management, organizational development, compensation and change management but in workplace the accountability of HRM much belong to the administrative task and daily operation.

## **History of business:**

Viola Vitalis is a leading pharmaceutical and nutraceutical company operating in Sweden, Bangladesh and USA since 2005 with the aim of providing innovative and high quality nutraceuticals.

Viola Vitalis though recognized as a research organization. It falls under commercial establishments as it conducts business of advertising, commission, forwarding and integrates by Bangladesh labor law 2006, Section 2, sub-section (xli):

- (a) a clerical department of a commercial undertaking,
- (b) the office establishment of a person who for the purpose of fulfilling a contract with any commercial establishment or industrial establishment employs workers.

Viola Vitalis is a proprietary organization owned by CEO. It starts at 2005 as research based company on nutraceutical and arsenic management. The organization has three wings. One is manufacturer of nutraceuticals for the prevention and cure of arsenicosis. Arsenicure, Ars-Detox, antioxidant, Dermacare lotion, NAC capsule, Alocare X and AlliumZare are some of the products where some are manufactured by the organization and others are by manufactured other company. Antioxidant products have been co-invented by Allium Vitalis

and Viola Vitalis. Another wing is trading of Skimmed Milk Product (SMP) from India Chitlae. Viola Vitalis is the local agent of Chitale. Another is agency of instruments for health care which cover Miris AB, potentstat (Spain). Website of the organization has detail information about Swedish Satellite Sustaining Clinic (SSF) which is also attach with the organization. Satellite clinic is in hazigonj, chadpur and in three villages named kathail, badarpur and terajor. Viola Vitalis has factory and warehouse support too. It tests tube-well water by UFZ, Germany to find arsenic polluted water. Its application is not limited only in Hazigonjarea but all around Bangladesh as Pabna, Khulna, Jessore, Sathkhira, Faridpur, Barisal, Kalatia, Keraniganj union is included too. The company has been focusing on the markets of both developing and developed countries.

Innovative products are researched, evaluated, designed and developed in America, Europe and Asia. The organization carries out research collaborations and work closely with its key partner in Miris AB in Sweden and Allium Vitalis in USA. Parent company Viola Vitalis, AB is located in Sweden with its daughter company Viola Vitalis in Bangladesh. Alium Vitalis is California-based, research-driven developer of health care products. Their products are developed, tested and patented in the US, Europe and Bangladesh. Miris AB produced instruments market expansion in Bangladesh will help to serve numerous dairy firms within the country. Miris AB develop, manufacture and sell equipment for analysis of liquid in food product, breast milk and medicine. Milk analyzers of Miris are used in more than 45 countries worldwide. Viola Vitalis closely works with Miris AB to develop and distribute Mid Infra Red based technology all over the world. Viola Vitalis is providing technical support on behalf of Miris AB and plans to act as the hub for technical assistance in the Asian continent.



## Products of Viola Vitalis:

Following products are manufactured, packaged and marketed by the organization. An image of the products and a short description are given below:



### Derma Care:

It is a skin lotion combines heavy metal detoxification, antioxidant and anti-microbial effects of garlic oil with the moisturizing of Aloe vera.

This product is formulated in Allium Vitalis, CA, USA and packaged in Bangladesh.



### Aloe Care:

This is a moisturizing cream that combines the hydrating and soothing effects of Aloe Vera and lanolin with anti-aging properties.

This product is formulated in Allium Vitalis, CA, USA and packaged in Bangladesh.



### Dento Care:

This product is toothpaste of anti-microbial and herbal. It contains onion oil to prevent bleeding of the gums and plaque formation.



### **Universal Antioxidant:**

This is a capsule to provide front line protection from free radicals as well as repair several types of molecular damage caused by toxic oxygen species.



### **Anti-age:**

A capsule that works both inside and outside of cells by recycling nutrients over and over to provide continuous antioxidant and detoxification throughout the body to prevent harmful effects of free radicals.



### **ARS-Detox:**

A capsule that neutralizes the accumulated arsenic and aids in the natural excretion from the body. It supports the natural pathways for arsenic detoxification and elimination.



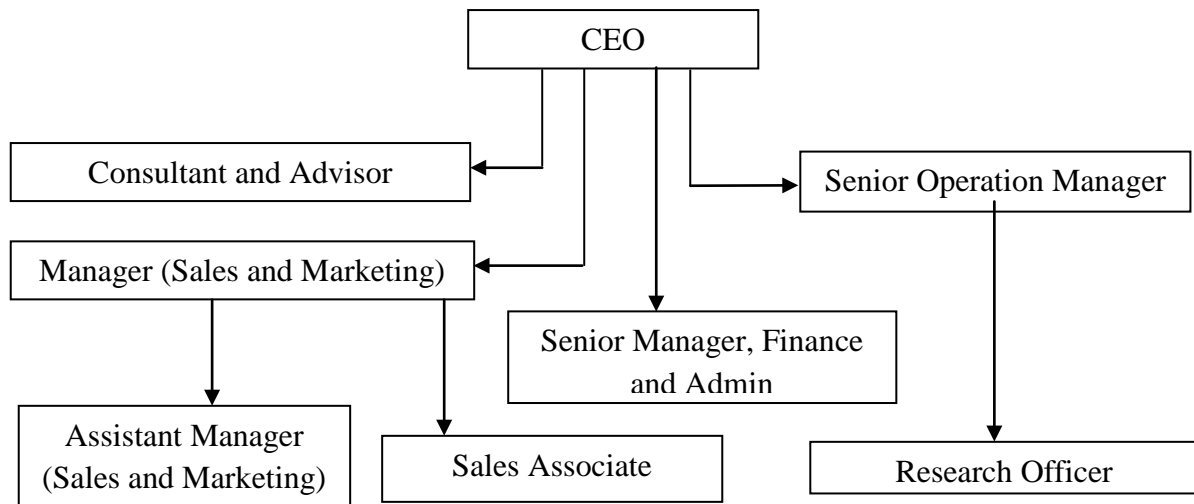
### **Arsenicure:**

It is a lotion made for use in skin which combines anti-inflammatory, arsenic detoxification and anti-microbial effects of garlic oil with the soothing effects of Aloe Vera. Using the lotion regularly cures the external symptoms of Arsenicosis.

## Chapter 02: HR practice of Viola Vitalis

### Organizational structure:

Mr. M. A. Shakoor manage overall activities of Finance, Admin and HR. Operation control by Dr. Salam, Marketing and Sales control by Md. Khaled Kawsar as Manager, Mr. Fuad Mohammed Farhad perform as assistant manager and Md. Ruhul Amin as Sales Associate. Dr. Yousuf acts as consultant and advisor to help the CEO. Mr. Abdullah performs as technical head. It has six employees in the head office. The organization has three consultants. It has six employees in the head office. Additional employees and stuff assign in the base and satellite clinic if required.



**Figure 1:** Organizational structure of Viola Vitalis

### Human resource management of Viola Vitalis:

#### Human resource planning:

Viola Vitalis assign employee as require by personal and administrative operations. As the number of employee is small, systematic house training facility not provide by the company. To motivate the stuff, along with salary and benefits the company provides various facilities like occasional free meal and free snacks including full time supply of drinking water and structured office space.

## **Recruitment and selection process:**

Recruitment is the process through organization seeks applicants for potential employment. Selection refers to the process by which it attempts to identify applicants with the necessary knowledge, skills, abilities and other characteristics that will help the company to achieve its goals. Companies engage in different strategies need different types and numbers of employees. The strategy companies pursue, will have direct impact on the types of employee that it seeks to recruit and select.

## **Source of recruitment:**

Two type of recruitment source applied by Viola Vitalis. One is internal and another is external. Both type of source discussed below:

### **1. Internal source:**

Viola Vitalis consider current employees as major source of recruits for all but entry-level positions. Whether for promotions or for lateral job transfers, internal candidates already know the informal organization and have detailed information about its formal policies and procedures. Promotions and transfer are typically decided by operating managers with little involvement by senior manager who look after HR issues.

Senior manager involved when internal job openings are publicized to employees through job positioning programs which informs employees about opening and required qualifications and invite qualified employees to apply. Qualification and other facts typically are drawn from the job analysis information.

The purpose of job posting is to encourage employees to seek promotion and transfers to fill internal opening and meet employee's personal objectives. Not all job openings are informed. Beside entry level positions, senior management and top staff positions may be filled by merit or with external recruiting. Job posting is most common for lower level clerical, technical and supervisory positions.

### **2. External source:**

When job opening cannot be filled internally, the top management looks outside

the organization for applicants. Types of external source are discussed below:

**a. Walk-ins and write-ins:**

Walk-ins are for job seekers who arrive at the company in search for a job and write-ins are those who send a written enquire. Both groups normally are asked to complete blank application blank to determine their interest and abilities. Usable application kept in an active file until a suitable opening occurs or until an application is too old to be considered; valid usually for six months.

**b. Employee referrals:**

Employees may refer job seekers to top management. Employee referrals have several advantages. Employees with hard to find job skill may know others who do the same work. Employee referral is excellent and legal recruitment technique but they tend to maintain the status quo of the work force in terms of race, religion and other characteristics possibly leading to charges of discrimination.

**c. Advertising:**

Advertisement describe the job and its benefits, identify the employer and tell those who have interest to apply. They are most familiar form of employment advertising. For specialist recruit, ad may placed in newspaper.

**d. Internet:**

There are some internet-based methods which is very effective for recruiting. These recruitment methods are driven by skills. Employers describe their free positions in the skill terms, while applicants provide an extensive detail of their skill. On most sites, job seekers can post their resume and browse through listings for free; applying for jobs that interest them. Recruiters will need to focus on what applicants have to offer versus their current position title. Employers using internet service must pay to list an opening and establish a direct link to their web site. Viola Vitalis give their job advertisement in internet as its a standard source for recruitment. Usually, the company use Bdjobs.com for job posting.

## **Selection process:**

Selection is a process that starts with gathering information from a candidate application and ends with selecting him/her for a particular position of an organization. A selection system should depend on job analysis. This ensures that the selection criteria are job related. Requirements for a selection system are knowledge, skill, ability and other characteristics; known as KSAOs. Personnel selection system employs evidence-based practice to determine the most qualified candidates and involve both the newly hired and those individuals who can be promoted within the organization.

## **Selection Criteria in Viola Vitalis:**

Appropriate candidate selection is very important because more attention is paid to the costs of poor selection. The selection decision is always been important as the way for a company to obtain the appropriate human resource that is appropriate for the job and company.

Developing good selection criteria is a very useful technique for outlining the particular needs of a department for a particular position. This process makes the selection procedure much easier, specific, straight forward and less subjective. The three standards followed in Viola Vitalis are explained below:

### **a. Job relatedness:**

Job relatedness means every standard must be specifically connected to the work performed on the job. All qualifications used to screen applicants in the hiring process are directly related to the job being filled. For example, if there is a requirement for a bachelor degree, that standard is shown directly related to the position. A candidate with a Ph.D. in a field not directly related to the position being filled, would not be more qualified than an applicant with a bachelor degree in a related field. If specific knowledge of budget procedures is given as requirement, the position must require the application or use of that knowledge.

### **b. Measurability:**

Minimum qualification in selection criteria is always measurable and demonstrable. That means they can be measured objectively or clearly demonstrated by the applicant or the

past history of the applicant. If a selection criterion called for maturity or attitude, there might be many interpretations of what those standards mean. Otherwise it would be very difficult to measure the applicant against those vague criteria. A standard such as demonstrated ability to work effectively with supervisor, peers and subordinates would much more closely fit the requirement of measurability and demonstrability. Demonstration of this ability is verified through references, letters of recommendation and to check with previous employers. Even a criterion such as good typist is not as easily measurable as ability to type 60 words a minute with only three errors.

**c. Successful completion of work:**

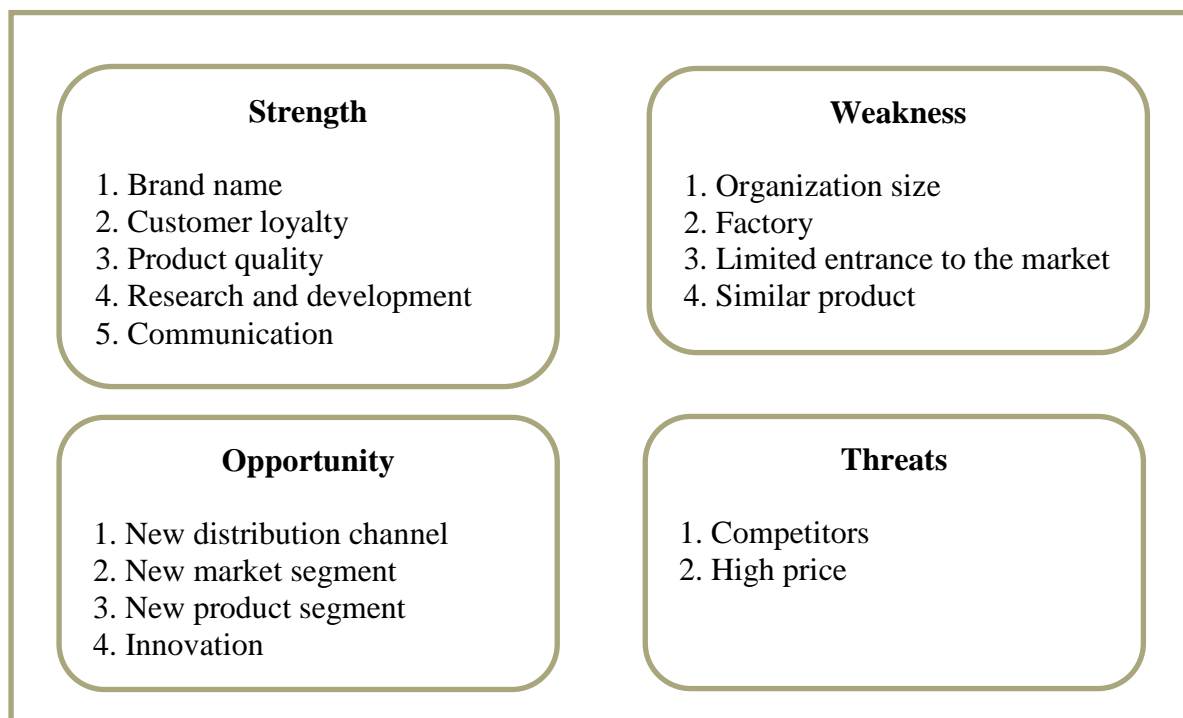
Criteria listed as minimum qualification in selection criteria is necessary to perform the work successfully. If a bachelor degree is given as a requirement for the job, then it cannot be demonstrated that the degree is necessary for the performance of the job; then a criterion like bachelor degree or equivalent degree is used instead. Relevance and quality of education may be considered in the selection process but must be shown to be necessary for the particular job at hand.

## Chapter 03: SWOT analysis

During my internship at Viola Vitalis, I have come across different HRM practices from which I evaluate the strength and weakness of the organization.

### SWOT analysis of Viola Vitalis:

SWOT refers to strength, weakness, opportunities and threats. It is a process where the management team identifies the internal and external factors that will affect the future performance of the company. Strength and weakness are the internal factors where opportunities and threats deal with factors external to the company. Following analysis has made for the Viola Vitalis:



**Figure 2:** SWOT analysis of Viola Vitalis

### Strength:

By its pharmaceutical and nutraceutical product, the organization has developed a reputation in the pharmacy market in Bangladesh and also in abroad. Customer is reliable on the product



quality as the research and development has taken its position in high. In addition, communication with the clients and customers play an important role for Viola Vitalis.

### **Weakness:**

Size of the organization is small though it is considering increasing its scope. Viola Vitalis does not have factory facility which is important for a pharmaceutical organization. Also the company is not able to supply its product to many shops due to its limitation in distribution and supply chain management. There are also other companies which deliver similar product, is a drawback for Viola Vitalis.

### **Opportunity:**

Viola Vitalis can engage with new distribution channel and find out new market segment to increase its market scope and to reach to more customers. The organization should choose new product and innovation can put new impact in its image.

### **Threats:**

Though Viola Vitalis does not have any big competitors now but the number of company are growing. In addition, high price of the product draws some customer to move away from the product of this company.

### **HRM findings of Viola Vitalis:**

In my internship, I found following different HRM issues:

1. The company use both internal and external source of recruitment. The recruitment philosophy of Viola Vitalis is having a workforce that reflects the diversity of people. Among the external sources, advertisement is used extensively. Mainly the executive level employee recruited from internal source.
2. CEO is the sole authority to approve manpower for any business or function. To recruit new employee, the concerned authority head contact to CEO and forward the same to the concerned employee.

3. On the job training is given to the employees. For the training purpose, top management uses need analysis, organization analysis, task analysis and person analysis.
4. The company maintains compliance in its operation. The provision of Bangladesh Labour Law is followed by the company.
5. Competence gap for the employee is noticeable. The gap between standard and actual performance is noticeable in employees.

# Chapter 04: Area of research

## Background study:

### Problem identification in human resource functions of Viola Vitalis:

In many organizations, the HR manager faces several dilemmas about many issues regarding employees. One would like to spend more time to improve the overall work environment for the employees. To help company management find ways to save on workforce-related cost, find and hire better talent and improving existing talent through training and development is necessary. But most days, management stuck doing paperwork. The routine administration task involved day-to-day HR operation which drains most of the available time and energy of the employees. On average, over 50% time of a human resource department time spend behind processing employee information and answering questions. Most HR managers therefore face several business challenges as below:

**1. Succeeding with limited human resource:** Many small and mid-sized businesses have limited staff and resource. Alone or a small team of colleague, may be solely responsible for benefit administration, payroll, routine HR administration and many tasks. Management need better tool to track employee information. Thus organization need to devote more time to most important duties i.e. automate HR and benefits transactions to devote employee relation, fostering a good work environment and provide training and career opportunities to employees.

**2. Managing compliance:** It is difficult to stay on top of the myriad of workforce law, regulation and reporting requirement to protect company from fines and penalties. Management need to communicate with and train both managers and employees so that the company is not at risk of expensive employee lawsuits.

**3. Ensuring accurate and timely payroll:** Paychecks that are late or have errors costs money, hurt employee morale and undermine your credibility with employees. Payroll taxes are complex and missing the filing and payment deadlines can incur fines, late fee and an increased chance of audit for the company.

To find out the several problem faces by the organization, a survey conducts among the

employees of Viola Vitalis by me. Questions of the survey have been chosen from real life case study of some organization, theoretical method and with consultation of the management of the Viola Vitalis.

### **Analysis:**

### **Data analysis and reporting:**

A total of 13 questions have been designed for the survey. Employees perform different roles in the organization and give their opinion in the survey. From these answers, most strongly agreed recommendation has been developed in this report.

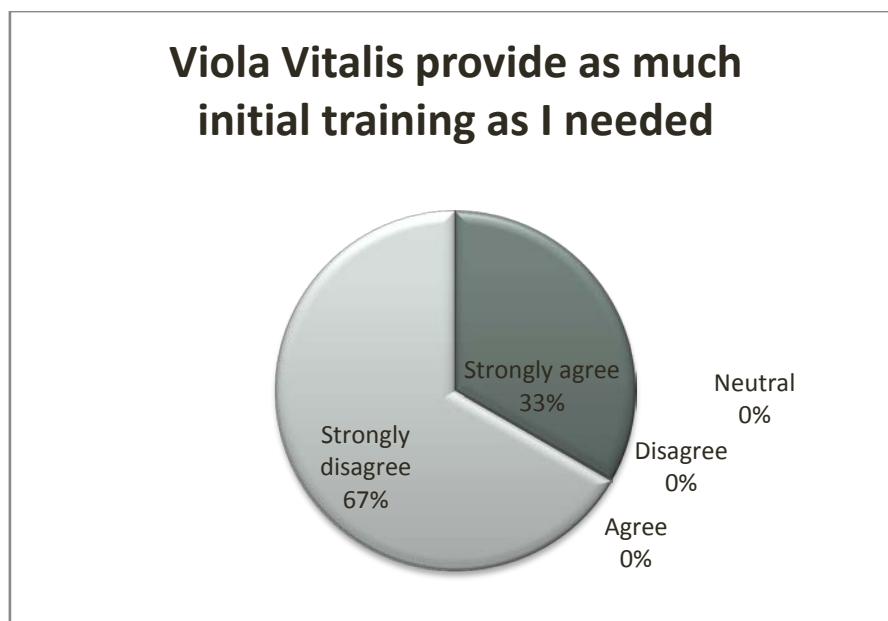
### **Methodology:**

Both primary and secondary data used in this report are acquired from following methods:

- a) Personal observation of daily task:** Daily tasks carried out by the organization and job assigned to me fall under personal observation which helps me to choose the questions in the survey.
- b) Face to face conversation with the HR authority:** Consult with the management done in order to know the types of problems faced by the organization in human resource function.
- c) Interview and questionnaire from employees of the organization:** Employees are asked about their professional view about Viola Vitalis and share their thoughts in questionnaire.
- d) Website of the organization:** Viola Vitalis has an informative website where necessary data and information about the mission, vision, product and work of the organization has been found.

### **Description of employee survey form format:**

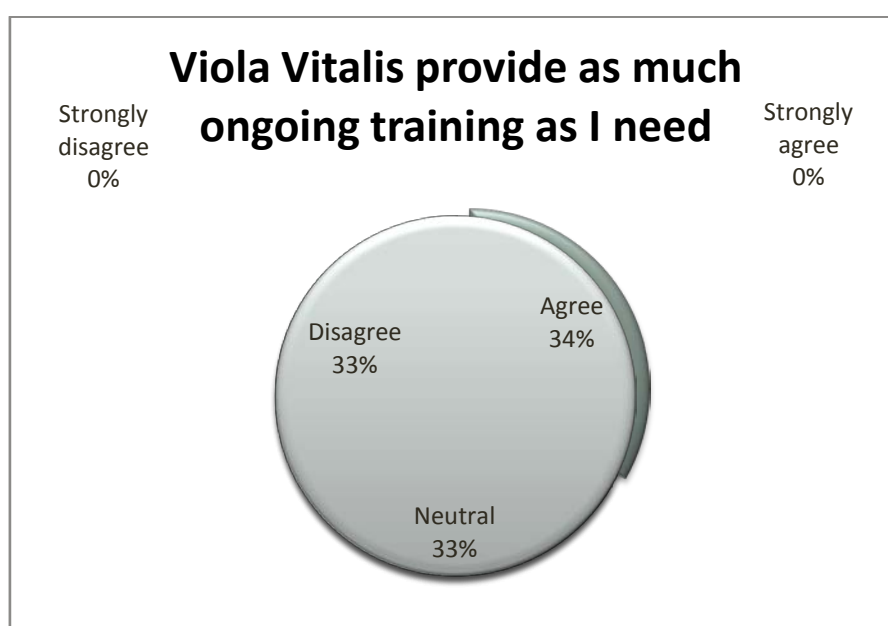
The form designed for survey of the employees has been given on Appendix A. Total 13 questions prepare to get an overall picture of HR function of the company. Detailed description and the response number of the survey have been given below:



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 1               |
| Agree                     | 0               |
| Neutral                   | 0               |
| Disagree                  | 0               |
| Strongly disagree         | 2               |

Figure 3: Response of question 1: Viola Vitalis provide as much initial training as I needed

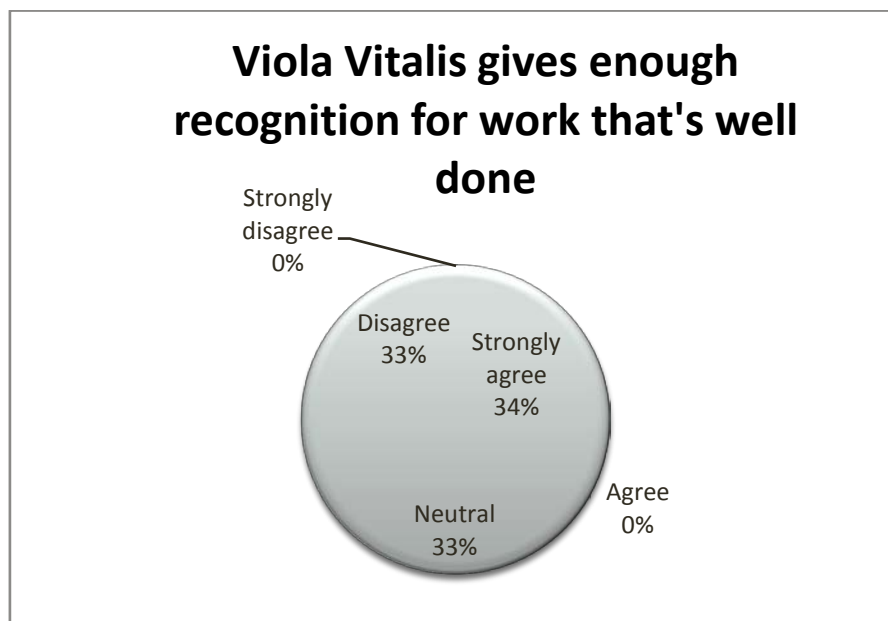
Every organization tries to give proper and applicable training to its new recruited and old employee for better performance. The query of this question is to find the new recruited employee whether get proper training to familiar themselves with the working environment.



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 0               |
| Agree                     | 1               |
| Neutral                   | 1               |
| Disagree                  | 1               |
| Strongly disagree         | 0               |

Figure 4: Response of question 2: Viola Vitalis provide as much ongoing training as I need

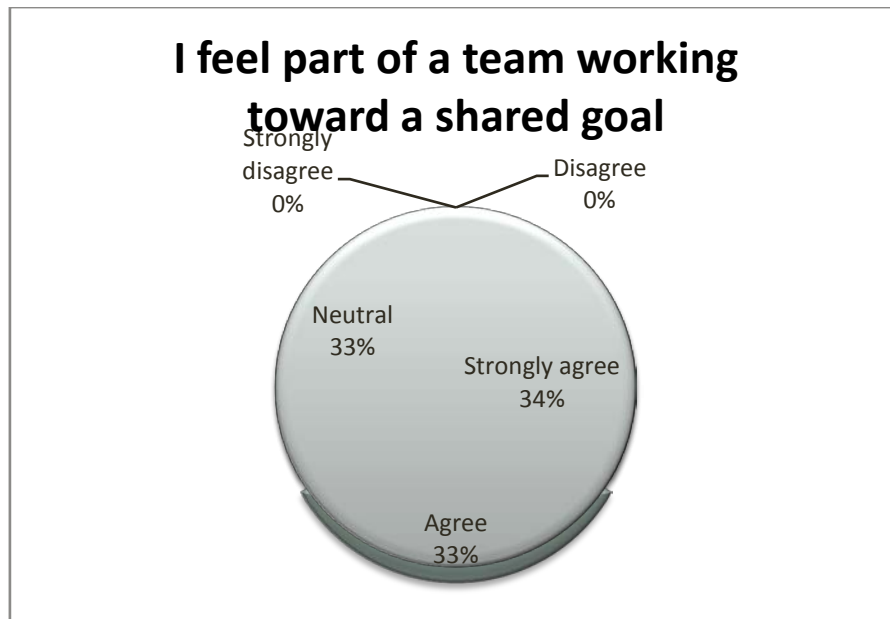
Ongoing training is needed as technology changes with time and with process of doing business. Also the organization needs to inform several departments in order to familiarize themselves about various activities taken by them time to time. Thus for each responsible employee, it is necessary to involve him or her in ongoing training activities.



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 1               |
| Agree                     | 0               |
| Neutral                   | 1               |
| Disagree                  | 1               |
| Strongly disagree         | 0               |

Figure 5: Response of question 3: Viola Vitalis gives enough recognition for work that's well done

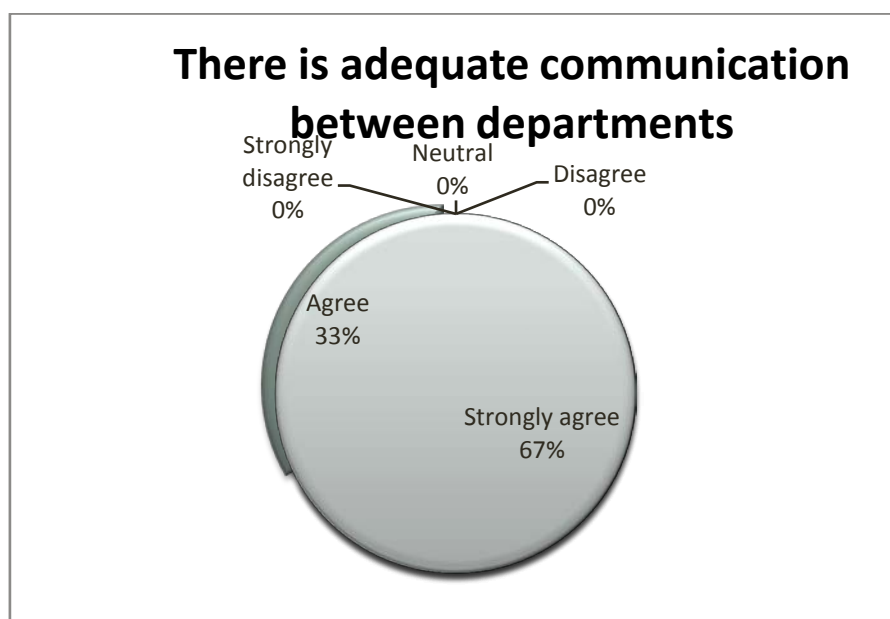
Recognition is important for employee for their job accomplishment. It is an important function for job satisfaction. Recognition can be given in different form. For example, rise in salary, commission, gift, promotion, paid vacation etc.



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 1               |
| Agree                     | 1               |
| Neutral                   | 1               |
| Disagree                  | 0               |
| Strongly disagree         | 0               |

Figure 6:Response of question 4: I feel part of a team working toward a shared goal

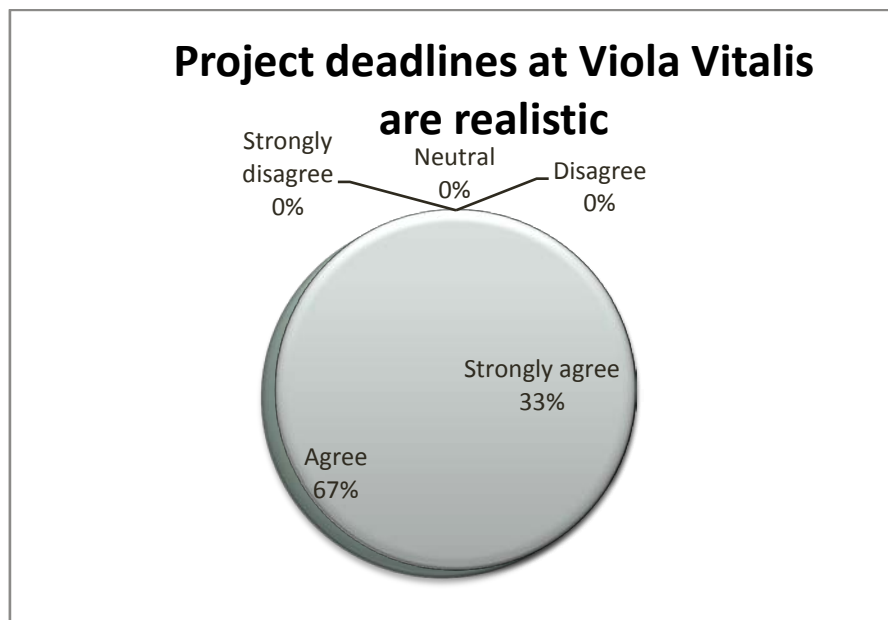
Team work is important for any organization to meet its goal. Every employee should share a common goal to work together. If this not happen, then the employee will be redundant for the organization. Thus the feeling of being a part of the assigned team is essential for anyemployee.



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 2               |
| Agree                     | 1               |
| Neutral                   | 0               |
| Disagree                  | 0               |
| Strongly disagree         | 0               |

Figure 7: Response of question 5: There is adequate communication between departments

Communication is the key factor of an organization to succeed in the workplace. Employee should possess effective and efficient communication skill between them to carry out successfully the task given to them. Communication has several forms such as electronic, written and oral. Most employees of Viola Vitalis strongly agree of adequate communication between departments.

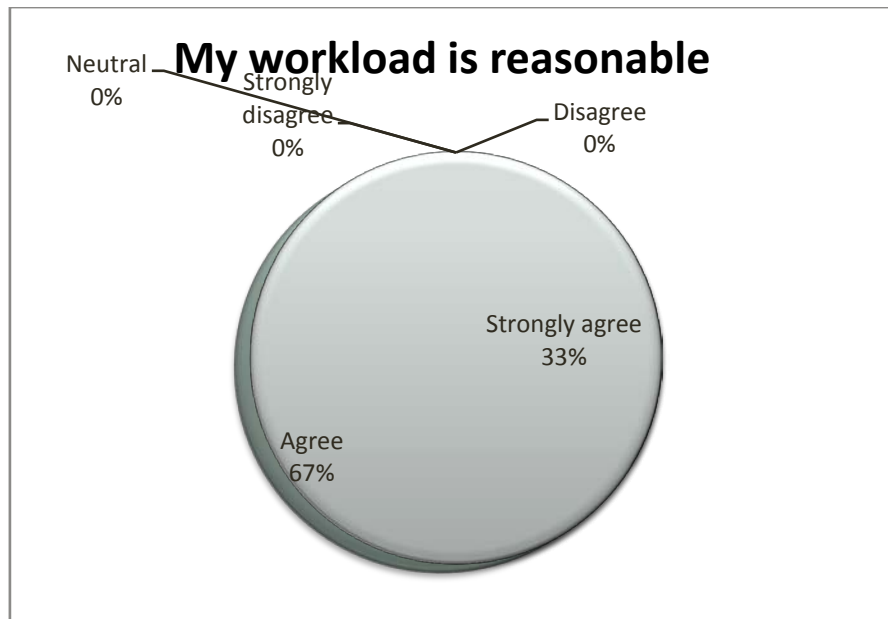


| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 1               |
| Agree                     | 2               |
| Neutral                   | 0               |
| Disagree                  | 0               |
| Strongly disagree         | 0               |

Figure 8: Response of question 6: Project deadlines at Viola Vitalis are realistic

Meeting the project deadline is important at present workplace. Specific time assign for each task and project carry out by the company. Many time employees recruit for certain project.

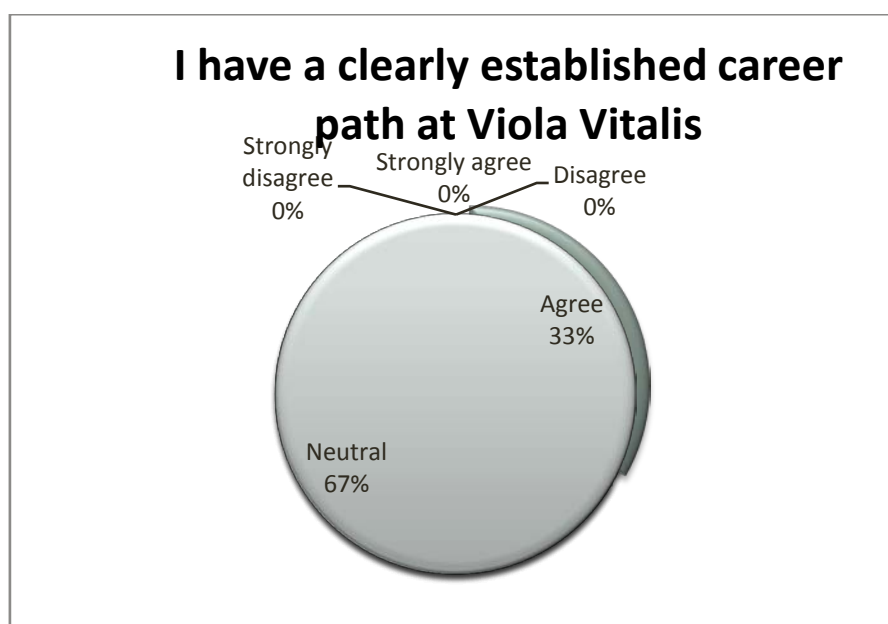




| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 1               |
| Agree                     | 2               |
| Neutral                   | 0               |
| Disagree                  | 0               |
| Strongly disagree         | 0               |

Figure 9:Response of question 7: My workload is reasonable

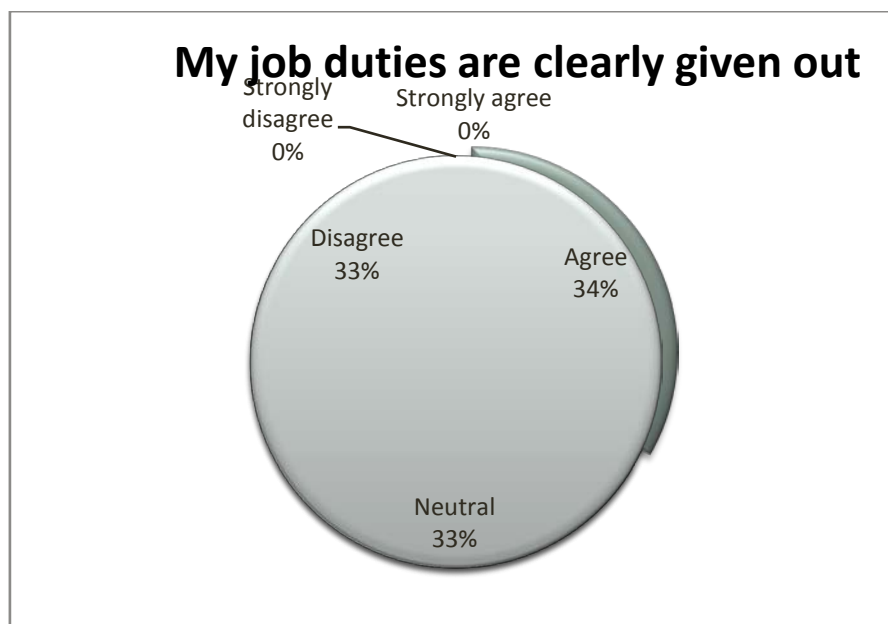
Workload is the job description assigned to employee to finish in certain time. Organization should put emphasis on reasonable workload so that the task assigned to employee is achievable.



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 0               |
| Agree                     | 1               |
| Neutral                   | 2               |
| Disagree                  | 0               |
| Strongly disagree         | 0               |

Figure 10: Response of question 8: I have a clearly established career path at Viola Vitalis

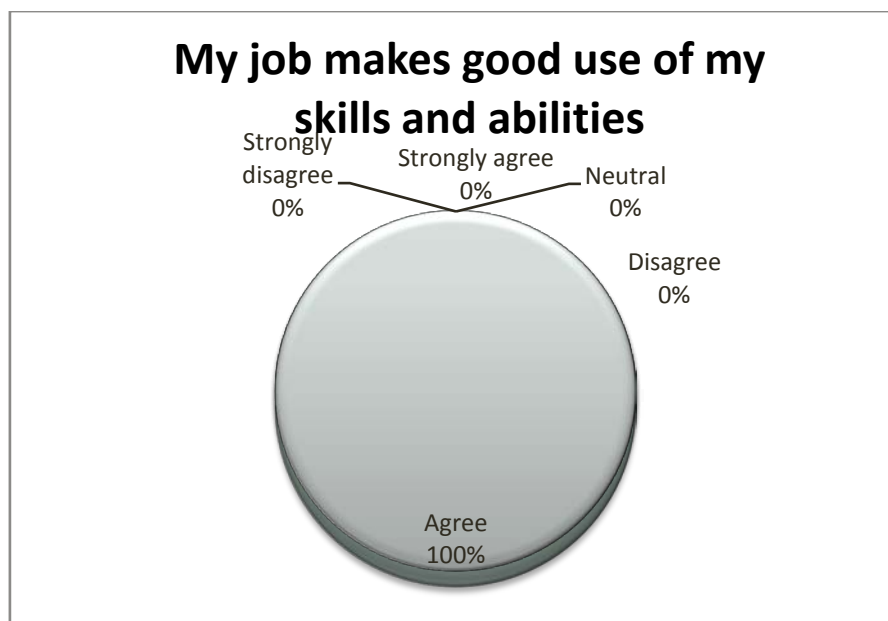
Many established organization give certain career path to its employee so that they can make plan of their work. Viola Vitalis gives its employee a clear career path before recruiting them so that the employee knows about their job responsibility more visibly.



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 0               |
| Agree                     | 1               |
| Neutral                   | 1               |
| Disagree                  | 1               |
| Strongly disagree         | 0               |

Figure 11: Response of question 9: My job duties are clearly given out

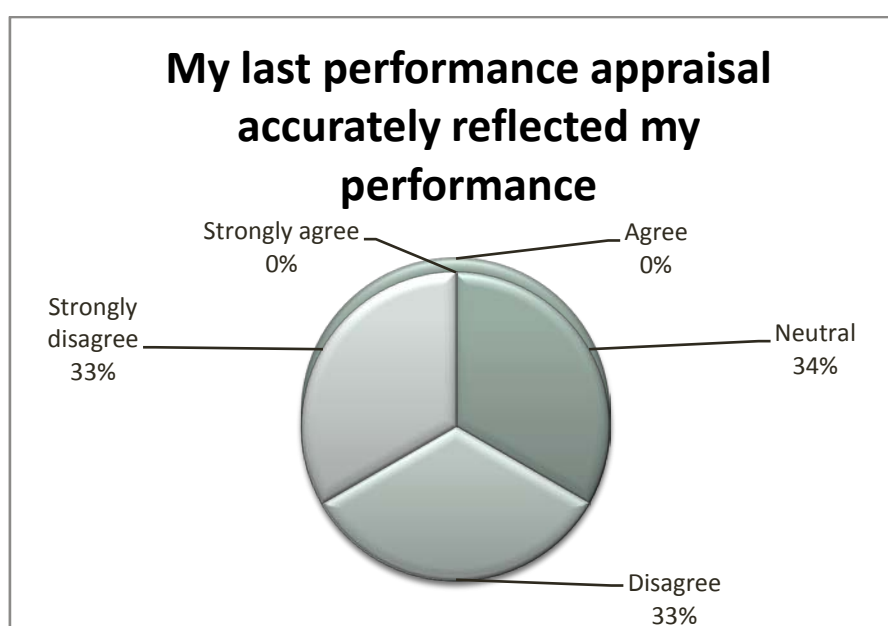
Job duties should easily understandable for employees. Reputed organization mention job description clearly in the job advertisement before recruiting employee and even after recruitment, job duties again clearly make and known to the employee.



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 0               |
| Agree                     | 3               |
| Neutral                   | 0               |
| Disagree                  | 0               |
| Strongly disagree         | 0               |

Figure 12: Response of question 10: My job makes good use of my skills and abilities

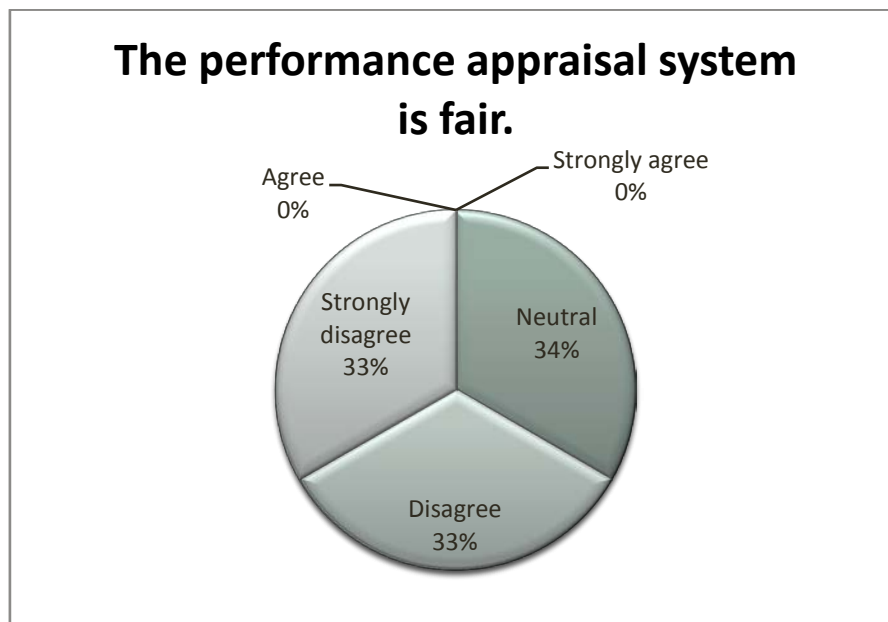
It is important to inherit the best of employee ability in the job. Also it is necessary to match the skill, knowledge and experience of the employee with the job description assigned to him or her. Therefore the job can make good use of skill and ability of the employee.



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 0               |
| Agree                     | 0               |
| Neutral                   | 1               |
| Disagree                  | 1               |
| Strongly disagree         | 1               |

Figure 13: Response of question 11: My last performance appraisal accurately reflected my performance

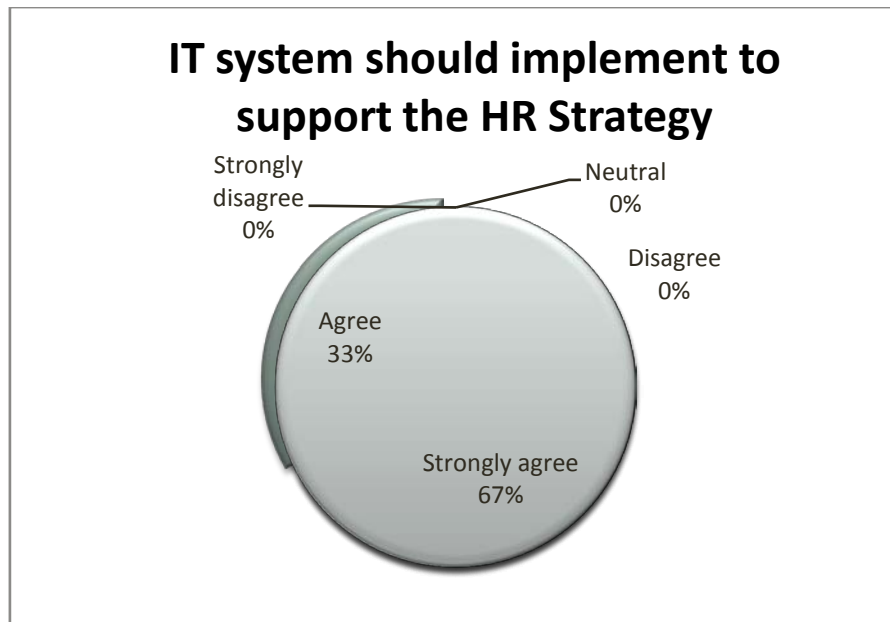
Viola Vitalis maintain performance appraisal system to track the performance of itsemployee. But thefact kept in mind that employee should be satisfied with the score given to him or her from theperformance evaluation otherwise it will be meaningless.



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 0               |
| Agree                     | 0               |
| Neutral                   | 1               |
| Disagree                  | 1               |
| Strongly disagree         | 1               |

Figure 14: Response of question 12: The performance appraisal system is fair

Employees need to be satisfied about the performance appraisal system of the organization in order to have positive impact on their job. If the necessary test or question is absent in the performance evaluation system than it will be pointless for the organization to make a decision about an employee.



| Satisfaction level answer | Response number |
|---------------------------|-----------------|
| Strongly agree            | 2               |
| Agree                     | 1               |
| Neutral                   | 0               |
| Disagree                  | 0               |
| Strongly disagree         | 0               |

Figure 15: Response of question 13: IT system should implement to support the HR Strategy

Human resource should function properly in order to carry out the plan of the management in the organization. If information technology use in human resource function such as automate attendance system, leave system and recruit system then strategically decision making will be easier for the top management. Viola Vitalis manually record their all information so having an automated system will certainly help them.

### Findings:

Among 13 questions, most strongly agreed response getter “Implement IT system for HR strategy” has chosen to implement for this report. Their response have been separated and identified, which have been put it on the excel worksheet. Following graphical representation explain how the above response of 13 questions has been thoroughly analyzed.

### Graphical representation of employee survey data:

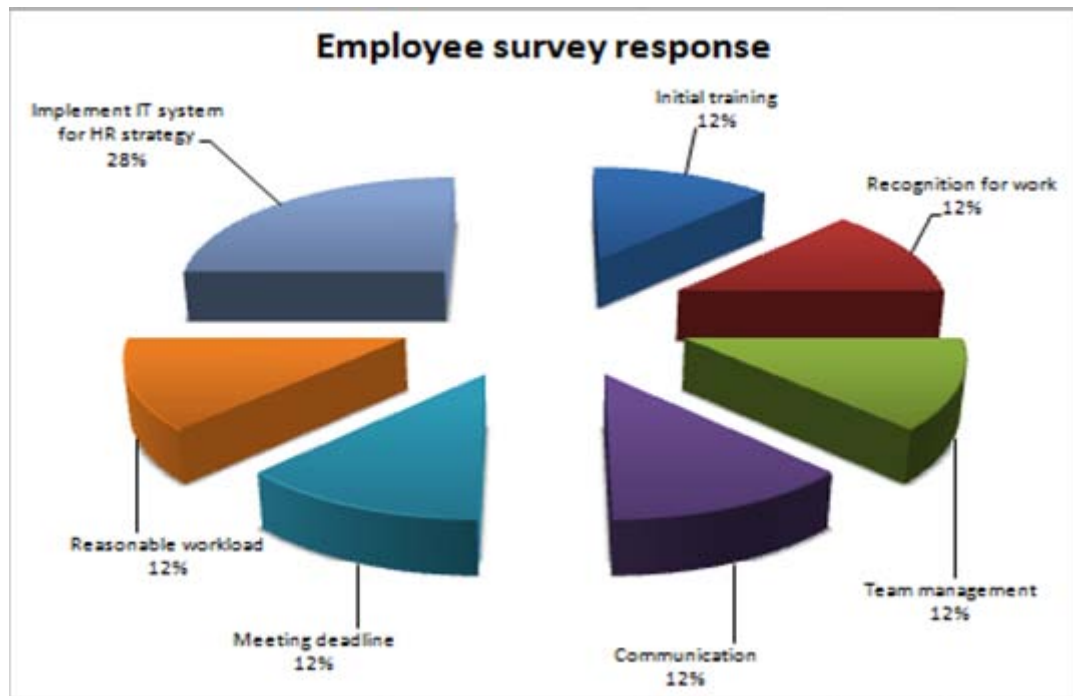
From the survey, data has analyzed and present in two graphs mentioned below. Figure 16 displays the number of strongly agree answer by the employees of the organization. Figure 17 shows which answer most preferred by the employees of the organization.



| Employee designation | Number of strongly agree answer |
|----------------------|---------------------------------|
| Senior Manager       | 6                               |
| Assistant Manager    | 2                               |
| Research Officer     | 0                               |

Figure 16: Number of most strongly agreed response by employee of Viola Vitalis

Here the designated employees and their given strongly agree answer separated and put on the excel sheet. From the survey data, only one question is chosen as the most preferred answer by all the staff of the organization whereby separately they chose 8 out of 13 questions as strongly agree answer.



| Strongly agree answer               | Response number |
|-------------------------------------|-----------------|
| Initial training                    | 1               |
| Recognition for work                | 1               |
| Team management                     | 1               |
| Communication                       | 1               |
| Meeting deadline                    | 1               |
| Reasonable workload                 | 1               |
| Implement IT system for HR strategy | 2               |

Figure17: Answer of most agreed response by employee of Viola Vitalis

From the figure 16 and figure 17, the topic for this internship report paper has chosen which is implementing IT system to support HR strategy for Viola Vitalis. Counting the response number against the survey question also allow to choose this topic to implement. The pie chart shows the difference between the response numbers of the employee in the survey questions.

There are two parts which develop under IT system for HR strategy planning. One is attendance management system and another is leave management system. Implementation and explanation of these two systems has defined on the following part of this report.

### **Solution:**

Most critical two problems have been identified and put forward to make solution on this report.

### **Implementing attendance management system for HR strategy:**

Maintaining attendance is very essential for an organization. As business rely heavily on people in every industry, it is very important to make sure that employees are present in the workplace to do their job effectively and efficiently. Maybe a small company or a large organization, employee attendance can greatly affect the success of the daily operations of the business. Making sure employees are present at the workplace should not be the end of the matter though. It is very important to maintain a good attendance record. Employees are expected to report to work when scheduled and to be on time. Organization put considerable importance to reliable attendance as it is a significant factor in probation and promotion decision and daily operation.

### **Existing attendance management system in Viola Vitalis:**

Viola Vitalis follow two ways to record employee attendance. One is manually by maintaining Time Sheet and another is online based. Following is the time sheet which manually filled by the employee:

| Date | Dr.Md.A.Salam |     |         | Md. KhaledKawsar |     |         | Fuad Mohammed Farhad |     |         |
|------|---------------|-----|---------|------------------|-----|---------|----------------------|-----|---------|
|      | In            | Out | Initial | In               | Out | Initial | In                   | Out | Initial |
|      |               |     |         |                  |     |         |                      |     |         |

The above sheet makes in MS-excel and maintain electronically. Following are the reason why the current system should be replaced:

1. To increase efficiency with reduced cost.
2. To reduce the burden of paper work.
3. To save time for recording details of every employee.
4. To generate required report easily.



## Limitation of existing system:

1. Time consumption: As the records maintained manually, it consumes a lot of time.
2. Paper work: Lot of paper work involved as the record maintain in file and register.
3. Storage requirement: As file and register use the storage, space requirement is increased.
4. Less reliable: Using paper to store valuable data and information is not reliable at all.
5. Accuracy: As the system is manual, there is many chance of human error.
6. Difficulty in keeping new record: It is difficult for keeping all the new entries of stuff, their arrival and leave time.

## Developing attendance management system of Viola Vitalis:

MS-Excel is a flexible tool to use for implementation of attendance management system. For Viola Vitalis, as a person managing HR, this gives more comfort and flexibility to manage attendance of employees. Maintain employee record in MS-Excel require a computer and a single person with basic computer knowledge. The task done by me is makingan easilyreadable, self-explanatory system which is to maintainthe attendance register or log sheeteasily.

| Attendance Tracking for the month of February: |               |               |         |         |                   |         |          |   |                      |         |         |         |                     |         |         |         |               |         |  |             |  |  |  |
|--|---------------|---------------|---------|---------|-------------------|---------|----------|---|----------------------|---------|---------|---------|---------------------|---------|---------|---------|---------------|---------|--|-------------|--|--|--|
| Name   | Dr.Md.A.Salam |               |         |         | Md. Khaled Kawsar |         |          |   | Fuad Mohammed Farhad |         |         |         | Nazma Sultana Lupin |         |         |         | MR. RUHULAMIN |         |  | Md.Chan Mia |  |  |  |
| Date   | In            | Out           | Remarks | In      | Out               | Remarks | In       | Out   | Remarks              | In      | Out     | Remarks | In                  | Out     | Remarks | In      | Out           | Remarks |  |             |  |  |  |
| 1-Feb  | 9.15 AM       | 5.05 PM       |         | 9.00 AM | 5.05 PM           |         | 9.20 AM  | 5.05 PM   | Late                 | 9.15 AM | 5.00 PM |         | 8.45 AM             |         | Field   | 8.30 AM | 5.10 PM       |         |  |             |  |  |  |
| 2-Feb  | 9.45 AM       | 5.00 PM       | Late    | 8.55 AM | 5.00 PM           |         | 8.55 AM  | 5.00 PM   |                      | 8.30 AM | 5.00 PM |         | 8.44 AM             |         | Field   | 8.25 AM | 5.00 PM       |         |  |             |  |  |  |
| 3-Feb  | 9.00 AM       | 6.00 PM       | Tour    | 8.40 AM | 6.30 PM           |         | 9.00 AM  | 5.45 PM   |                      | 9.00 AM | 6.00 PM |         | 9.15 AM             |         | Field   | 9.00 AM | 6.00 PM       | Tour    |  |             |  |  |  |
| 4-Feb  | 6.00 AM       | 9.30 PM       | Tour    | 9.02 AM | 1.40 PM           | Visit   | 9.00 AM  | 6.15 PM   |                      |         |         | Leave   | 8.40 AM             |         | Field   | 6.00 AM | 9.30 PM       | Tour    |  |             |  |  |  |
| 5-Feb  | 8.30 AM       | 9.00 PM       | Tour    | 9.10 AM | 6.15 PM           |         | 10.00 AM | 6.15 PM   | Late                 |         |         | Leave   | 8.45 AM             |         | Field   | 8.30 AM | 5.00 PM       |         |  |             |  |  |  |
| 6-Feb  | 8.40 AM       | 6.05 PM       |         | 8.25 AM | 6.05 PM           |         | 8.55 AM  | 5.15 PM   |                      |         |         | Leave   | 8.35 AM             |         |         | 8.25 AM | 6.05 PM       |         |  |             |  |  |  |
| 7-Feb  | 2.45 PM       | 6.00 PM       |         |         |                   |         |          |   |                      |         |         |         | 2.00 AM             | 6.00 PM |         | 1.40 PM | 6.00 PM       |         |  |             |  |  |  |
| 8-Feb  | 8.50 AM       | 5.20 PM       |         | 8.55 AM | 5.20 PM           |         | 8.35 AM  | 5.20 PM   |                      | 8.50 AM | 4.40 PM |         | 8.35 AM             |         | Field   | 8.25 AM | 5.25 PM       |         |  |             |  |  |  |
| 9-Feb  | 7.25 AM       | 5.00 PM       | Visit   | 9.15 AM | 6.10 PM           |         | 8.35 AM  | 6.00 PM   |                      | 9.00 AM | 5.00 PM |         | 9.00 AM             |         | Field   | 8.30 AM | 6.25 PM       |         |  |             |  |  |  |
| 10-Feb   | 9.00 AM       | 5.30 PM       | Visit   | 8.55 AM | 5.00 PM           | Visit   | 8.30 AM  | 5.00 PM   |                      | 9.10 AM | 5.00 PM |         | 8.40 AM             |         | Field   | 8.25 AM | 5.15 PM       |         |  |             |  |  |  |
| 11-Feb   | 11.00 AM      | 6.00 PM       | Late    |         |                   | Leave   | 8.55 AM  | 5.00 PM   |                      |         |         | Leave   | 8.38 AM             |         | Field   | 8.35 AM | 6.00 PM       |         |  |             |  |  |  |
| 12-Feb   | 9.05 AM       | 5.00 PM       | MR      | 9.00 AM | 5.00 PM           | Visit   | 9.30 AM  | 5.30 PM   | Late                 | 9.15 AM | 5.00 PM |         | 8.50 AM             |         | Field   | 8.30 AM | 5.40 PM       |         |  |             |  |  |  |
| 13-Feb   | 9.23 AM       | 5.30 PM       | Late    | 9.15 AM | 5.25 PM           |         | 8.55 AM  | 5.50 PM   |                      | 8.50 AM | 5.00 PM |         | 9.10 AM             | 5.25 PM |         | 8.20 AM | 5.00 PM       |         |  |             |  |  |  |
| 14-Feb   |               |               |         |         |                   |         |          |   |                      |         |         |         |                     |         |         |         |               |         |  |             |  |  |  |
| 15-Feb   | 8.55 AM       | 5.40 PM       |         | 9.00 AM | 5.30 PM           |         | 8.57 AM  | 5.30 PM   |                      | 9.20 AM | 5.30 PM | Late    | 8.57 AM             | 5.20 PM | Field   |         |               | Leave   |  |             |  |  |  |
| 16-Feb   | 9.35 AM       | 5.10 PM       | Late    | 9.20 AM | 5.30 PM           | Late    | 8.55 AM  | 5.15 PM   |                      | 9.25 AM | 5.00 PM | Late    | 9.00 AM             |         | Field   |         |               | Leave   |  |             |  |  |  |
| 17-Feb   | 9.30 AM       | 5.00 PM       | Late    | 9.00 AM | 5.00 PM           | Visit   | 8.50 AM  | 6.10 PM   |                      | 9.30 AM | 4.40 PM | Late    | 9.00 AM             |         | Field   |         |               | Leave   |  |             |  |  |  |
| 18-Feb   | 9.00 AM       | 5.10 PM       |         | 9.20 AM | 5.15 PM           | Late    | 9.05 AM  | 12.00   | Early leave          | 9.15 AM | 5.15 PM |         | 9.10 AM             | 5.10 PM |         | 8.30 AM | 6.00 PM       |         |  |             |  |  |  |
| 19-Feb   | 8.20 AM       | 12.00         | MR      | 9.15 AM | 5.00 PM           | Visit   |          |   | Leave                | 9.10 AM | 5.00 PM |         | 9.15 AM             |         | Field   | 8.30 AM | 5.10 PM       |         |  |             |  |  |  |
| 20-Feb   | 8.55 AM       | 6.45 PM       |         | 8.50 AM | 6.00 PM           |         |          |   | Leave                | 9.25 AM | 6.00 PM | Late    | 9.10 AM             |         | Field   | 8.30 AM | 8.00 PM       |         |  |             |  |  |  |
| 21-Feb   |               |               |         |         |                   |         |          |   |                      |         |         |         |                     |         |         |         |               |         |  |             |  |  |  |
| 22-Feb   | 8.55 AM       | 5.00 PM       |         | 9.05 AM | 5.40 PM           |         | 11.00 AM | 5.40 PM   | Late                 | 9.25 AM | 5.05 PM | Late    | 8.48 AM             |         | Field   | 8.35 AM | 5.30 PM       |         |  |             |  |  |  |
| 23-Feb   | 10.20 AM      | 5.00 PM       | Visit   | 8.50 AM | 5.20 PM           |         | 9.00 AM  | 4.30 PM   | Visit                | 9.00 AM | 5.20 PM |         | 9.00 AM             |         | Field   | 8.30 AM | 5.25 PM       |         |  |             |  |  |  |
| 24-Feb   | Sweden        |               | Tour    | 9.20 AM | 5.20 PM           | Late    | 9.15 AM  | 5.20 PM   |                      | 9.20 AM | 5.00 PM | Late    | 9.15 AM             |         | Field   | 8.30 AM | 5.15 PM       |         |  |             |  |  |  |
| 25-Feb   | Sweden        |               | Tour    | 9.15 AM | 6.30 PM           |         | 8.58 AM  | 6.50 PM   |                      |         |         | Leave   | 9.03 AM             |         | Field   | 8.35 AM | 7.00 PM       | Tour    |  |             |  |  |  |
| 26-Feb   | Sweden        |               | Tour    | 9.05 AM |                   |         | 9.50 AM  |   | Late                 | 9.00 AM | 5.00 PM |         | 9.00 AM             |         |         | 8.55 AM | 5.10 PM       |         |  |             |  |  |  |
| 27-Feb   | Sweden        |               | Tour    | 9.05 AM |                   |         |          |   |                      | 9.15 AM | 5.20 PM |         | 11.30 AM            |         | Late    | 8.30 AM | 5.15 PM       |         |  |             |  |  |  |
| 28-Feb   |               |               |         |         |                   |         |          |   |                      |         |         |         |                     |         |         | 9.00 AM | 4.00 PM       |         |  |             |  |  |  |
| Total Late                                     | 5 days        |               |         | 3 days  |                   |         | 5 days   |   |                      | 6 days  |         |         | 1 days              |         |         | 0 days  |               |         |  |             |  |  |  |
| Total Leave                                    | 0 days        |               |         | 1 day   |                   |         | 2 days   |   |                      | 5 days  |         |         | 0 days              |         |         | 3 days  |               |         |  |             |  |  |  |
| Color Mark:                                    |               | WEEKEND       |         |         | National Holiday  |         |          |   |                      |         |         |         |                     |         |         |         |               |         |  |             |  |  |  |
|  |               | HARTAL/STRIKE |         |         | Late / Leave      |         |          |   |                      |         |         |         |                     |         |         |         |               |         |  |             |  |  |  |
|  |               |               |         |         | Over time         |         |          | NB: After 9.15 AM in time has marked as Late and out time after 5.30 PM has marked as over time |                      |         |         |         |                     |         |         |         |               |         |  |             |  |  |  |
|  |               |               |         |         |                   |         |          |   |                      |         |         |         |                     |         |         |         |               |         |  |             |  |  |  |

Figure18: Developed attendance management system

The above figure is the snapshot of the new developed attendance management system for easy to understand and maintain. At first, a sheet has taken where date, employee name and in-out time has mentioned. There is a remark option along with each date informs whether the employee is in tour, leave, late, field or marked as MR which means movement registrar has the detail record. A section has made where separate color kept with their explanation as weekend, holiday and strike. Total leave and total late has counted and mention after the daily record. Data from the sheet and daily record in this system has accumulated after the month to make decision based on this information. This new implemented system is easily manageable by the manager to take effective HR strategic decision. The above sheet usually fills by a respective employee and sends to the management by email. The information fills by the date. The time then marked as late, leave or early leave. Total leave and total late count and put it below each of the stuff. Definition of the color beside described and important note written in empty place if anything else needs to explain clearly to the management about the system.

#### **Scope of new system:**

The system proposed has many advantages which are given below:

1. It provides wide range of certain criteria in each window so the user can work for better and quicker solution.
2. It maintains report for all criteria and data.
3. Managing staff information allow to maintain the requirements of the company well.
4. This system can run on any windows operating system and any version of MS-Excel.

#### **Implementing leave management system for HR strategy:**

Leave management is the process where employee request time to away from work and supervisor use to grant or deny leave, based on organization policy. Most of the Bangladeshi company follow Bangladesh Labour Law to maintain leave program. The existing leave system in Viola Vitalis is complex and manually administered which is time consuming, costly and often results in error. Management find it difficult to take any decision based on their current leave policy.

The existing leave form used to record leave of employees given in Appendix B. When employees want to take leave, they fill-up the leave form, get approval from the higher

authority and then submit it to the respective employee.

### New leave management system:

MS-Excel is used to build the leave management system. Here ID, employee name, photograph, designation, date of joining, status, attendance of a year and leave of a year are mentioned. Leave of a year are separate by sick leave, casual leave, earned leave and others leave.






|    |   |                        |   |                                   |                           |                                |                |             |               |               |               |
|----|---|------------------------|---|-----------------------------------|---------------------------|--------------------------------|----------------|-------------|---------------|---------------|---------------|
| 1  | Leave Record Sheet of Viola Vitalis Employees (Head Office) |                        |   |                                   |                           |                                | 2013           |             | DOR           | 10/3/2014     |               |
| 2  |   |                        |   |                                   |                           |                                |                |             |               |               |               |
| 3  |   |                        |   |                                   |                           |                                | Leave in days  |             |               |               |               |
| 4  | VV-ID No.   | Name of the Employee   | Photograph  | Designation                       | Date of Joining           | Status                         | Attendance/365 | Sick Leave/ | Casual Leave/ | Earned leave/ | Others leave/ |
| 5  | 01-003  | Dr. Md. A. Salam       |    | Senior Operations Manager         | 2005 (From the beginning) | Permanent                      | 268            | 0           | 0             | 0             | 4             |
| 6  | 01-006  | Mohammad Khaled Kawsar |    | Manager (Sales & Marketing)       | 2/5/2013                  | Permanent without confirmation | 191            | 0           | 0             | 0             | 0             |
| 7  | 01-007  | Fuad Mohammed Farhad   |  | Asst. Manager (Marketing & Sales) | 17/12/2011                | Permanent                      | 225            | 4           | 0             | 0             | 0             |
| 8  | 01-009  | Md. Ruhul Amin         |  | Sales Associate                   | 1/10/2013                 | Probationary                   | 79             | 0           | 0             | 0             | 0             |
| 9  | 02-001  | Chan Mia               |  | Office Attendant                  | 2005(From the beginning)  | Permanent                      | 288            | 0           | 0             | 0             | 8             |
| 10 |   |                        |   |                                   |                           |                                |                |             |               |               |               |
| 11 |   |                        |   |                                   |                           |                                |                |             |               |               |               |

Figure 19: Implemented leave management system

The developed leave management system shows the accumulated attendance and several types of leave record as per the need of the management. Leave information in this system can be shown in month or in year. Using this system, the management can take sound decision of taken leave by employee on the basis of Bangladesh Labour Law. Employee ID, photograph and designation are given in a row. Attendance count from the manual sheet and 365 on the figure describe 365 days in a year. Information of sick leave, casual leave, earned leave and others leave taken from the leave from, counted and fill out properly in the leave system.

**Benefit of the new system:**

Every system should allow scope for further development or enhancement. This system can be adapted for any further development. The leave management system is very flexible to allow any modification needed for the further functioning of the program. Since the objective may be broad in future, this system can be easily modified accordingly as the system has been modularized. The future expansion can be done in a concise manner in order to improve the efficiency of the system. Some features described below:

**Fast & efficient:** This improved leave system streamlined the leave application further and approve workflows such as it is much more convenient for staff to make leave application and manager to approve.

**Easy-to-use:** The new system specifically designed to be intuitive so that the system is very easy to learn and use by the administrators, approving offices and top management.

**Real-time information:** It operates on Real-Time. Whenever a leave transaction is completed, information updated instantly. As such, all staff can check instantly who is on leave and apply for leave or other status etc.

# Chapter 05: Recommendation and Conclusion

## Recommendation:

After completion of the report, I have following recommendation to improve the HRM functions in Viola Vitalis which will certainly help the organization to achieve competitive advantage. These are as follows:

1. Test use to screen applicant on basis of skill, ability and aptitude can be classified as either paper and pencil test or job sample test. Both types measure on score and minimum score is required established to screen applicants. The "cut-off" score can be raise or lower depending on the number of applicant. If selection ratio is low, the cut-off score can be raised, thereby increasing the odd of hiring well-qualified employee.

Viola Vitalis does not take any formal written test when recruiting employee. They should include this to understand detail knowledge, aptitude and experience of applicant.

2. Workload in Viola Vitalis is huge if compare to the workforce in the organization. Viola Vitalis should recruit few more personnel to get the job done in an effective manner.

Recruitment process generally starts when the personnel department receives requisition for recruitment from any department of the company. Several effective methodsshould locate and develop the source for recruitment and selection. Identifying the perspective candidate, communicating the information about the organization and job, encouraging the identified candidate to apply for the position offered and evaluating the effectiveness of the recruitment process should be improved in order to attract the best candidate for the organization.

3. Website of Viola Vitalis should be updated more frequently with the current happenings of the company so that the client and the customer can easily be informed about the change of the company. There is not always a good understanding of what the intranetis capable of nor the amount of work involved in maintaining a web site.Building a user-friendly (not more than three clicks to get the information)andfunctional website takes time, effort and expertise. Having a team ofindividual with computer skill and an understanding of the complexity of humanresource is essential for a successful HR website driver website of an organization.

4. The organization should include employee training and other development program to fill the competency gap. Competency Gap is the difference between current competency level (CCL) and required competency level (RCL) of employee. In other word, the difference between existing ability and skill of employee and what are expected of them in achieving objective is the skill and knowledge gap. In order to identify the competency gap of any employee, it is necessary to determine the type of competency require to performing the job well and required competency level of the employee as well as industry competency standard for each of the position in the organization.

### **Conclusion:**

Pharmaceutical industry is one of the biggest industries in Bangladesh. Companies in this business provide both product and service. Viola Vitalis is trying to emerge as one of the leading companies in Bangladesh. HRM is a very vast and an elaborate section of overall management process in any organization as it put impact on the function of the organization. In my consideration, HR policy in Viola Vitalis is reasonable as they develop their human resource properly. For my internship, I am grateful to the authority and the organization. With the continuing growth, Viola Vitalis will be soon on the rank of principal organizations in the pharmaceutical and nutraceutical industry of Bangladesh.

# References

1. Bangladesh Labour Law 2006
2. Bangladesh Labour Law (amendment) 2013
3. <http://www.violavitalis.org> (Web site of Viola Vitalis)
4. [http://en.wikipedia.org/wiki/Human\\_resource\\_management](http://en.wikipedia.org/wiki/Human_resource_management)
5. Fisher C.D.; Schoenfeldt, L.F.; & Shaw, J.B., J.B., 2006. "Human Resource Management", 6th Edition, NY: Houghton Mifflin Company.
6. Heneman III, Herbert G. and Judge, Timothy A., "Stuffing Organizations".

## Appendix A:

Employee survey form format:

**Employee Name:**

**Employee Designation:**

**Please tick the following questions which best represents your satisfaction level:**

1. Viola Vitalis provide as much initial training as I needed.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

2. Viola Vitalis provide as much ongoing training as I need.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

3. Viola Vitalis gives enough recognition for work that's well done.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

4. I feel part of a team working toward a shared goal.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

5. There is adequate communication between departments.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

6. Project deadlines at Viola Vitalis are realistic.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

7. My workload is reasonable.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

8. I have a clearly established career path at Viola Vitalis.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

9. My job duties are clearly given out.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

10. My job makes good use of my skills and abilities.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

11. My last performance appraisal accurately reflected my performance.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

12. The performance appraisal system is fair.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree

13. IT system should implement to support the HR Strategy.

\_\_\_\_ Strongly agree    \_\_\_\_ Agree    \_\_\_\_ Neutral    \_\_\_\_ Disagree    \_\_\_\_ Strongly disagree



The form designed to use for survey of the employees are given on the next few pages:

Employee Name: A.K.M Abdus Shakoor  
Employee Designation: Senior Manager, Finance and Admin

Please tick the following questions which best represents your satisfaction level:

1. Viola Vitalis provide as much initial training as I needed.  
☒ Strongly agree   ☐ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree
2. Viola Vitalis provide as much ongoing training as I need.  
☐ Strongly agree   ☒ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree
3. Viola Vitalis gives enough recognition for work that's well done.  
☒ Strongly agree   ☐ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree
4. I feel part of a team working toward a shared goal.  
☒ Strongly agree   ☐ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree
5. There is adequate communication between departments.  
☐ Strongly agree   ☒ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree
6. Project deadlines at Viola Vitalis are realistic.  
☒ Strongly agree   ☐ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree
7. My workload is reasonable.  
☒ Strongly agree   ☐ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree
8. I have a clearly established career path at Viola Vitalis.  
☐ Strongly agree   ☒ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree
9. My job duties are clearly given out.  
☐ Strongly agree   ☒ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree
10. My job makes good use of my skills and abilities.  
☐ Strongly agree   ☒ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree
11. My last performance appraisal accurately reflected my performance.  
☐ Strongly agree   ☐ Agree   ☒ Neutral   ☐ Disagree   ☐ Strongly disagree
12. The performance appraisal system is fair.  
☐ Strongly agree   ☐ Agree   ☒ Neutral   ☐ Disagree   ☐ Strongly disagree
13. IT system should implement to support the HR Strategy  
☒ Strongly agree   ☐ Agree   ☐ Neutral   ☐ Disagree   ☐ Strongly disagree

Employee Name: Fuad Mohammed Farhad  
Employee Designation: Assistant Manager, Marketing and Sales

**Please tick the following questions which best represents your satisfaction level:**

1. Viola Vitalis provide as much initial training as I needed.  
☐ Strongly agree ☐ Agree ☐ Neutral ☒ Disagree ☐ Strongly disagree
2. Viola Vitalis provide as much ongoing training as I need.  
☐ Strongly agree ☐ Agree ☒ Neutral ☐ Disagree ☐ Strongly disagree
3. Viola Vitalis gives enough recognition for work that's well done.  
☐ Strongly agree ☐ Agree ☐ Neutral ☒ Disagree ☐ Strongly disagree
4. I feel part of a team working toward a shared goal.  
☐ Strongly agree ☒ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
5. There is adequate communication between departments.  
☒ Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
6. Project deadlines at Viola Vitalis are realistic.  
☐ Strongly agree ☒ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
7. My workload is reasonable.  
☐ Strongly agree ☒ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
8. I have a clearly established career path at Viola Vitalis.  
☐ Strongly agree ☐ Agree ☒ Neutral ☐ Disagree ☐ Strongly disagree
9. My job duties are clearly given out.  
☐ Strongly agree ☐ Agree ☒ Neutral ☐ Disagree ☐ Strongly disagree
10. My job makes good use of my skills and abilities.  
☐ Strongly agree ☒ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
11. My last performance appraisal accurately reflected my performance.  
☐ Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☒ Strongly disagree
12. The performance appraisal system is fair.  
☐ Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☒ Strongly disagree
13. IT system should implement to support the HR Strategy  
☒ Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree

Employee Name: Nazma Sultana Lupin  
Employee Designation: Research Officer

Please tick the following questions which best represents your satisfaction level:

1. Viola Vitalis provide as much initial training as I needed.  
☐ Strongly agree ☐ Agree ☐ Neutral ☒ Disagree ☐ Strongly disagree
2. Viola Vitalis provide as much ongoing training as I need.  
☐ Strongly agree ☐ Agree ☐ Neutral ☒ Disagree ☐ Strongly disagree
3. Viola Vitalis gives enough recognition for work that's well done.  
☐ Strongly agree ☐ Agree ☒ Neutral ☐ Disagree ☐ Strongly disagree
4. I feel part of a team working toward a shared goal.  
☐ Strongly agree ☐ Agree ☒ Neutral ☐ Disagree ☐ Strongly disagree
5. There is adequate communication between departments.  
☐ Strongly agree ☒ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
6. Project deadlines at Viola Vitalis are realistic.  
☐ Strongly agree ☒ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
7. My workload is reasonable.  
☐ Strongly agree ☒ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
8. I have a clearly established career path at Viola Vitalis.  
☐ Strongly agree ☐ Agree ☒ Neutral ☐ Disagree ☐ Strongly disagree
9. My job duties are clearly given out.  
☐ Strongly agree ☐ Agree ☐ Neutral ☒ Disagree ☐ Strongly disagree
10. My job makes good use of my skills and abilities.  
☐ Strongly agree ☒ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
11. My last performance appraisal accurately reflected my performance.  
☐ Strongly agree ☐ Agree ☐ Neutral ☒ Disagree ☐ Strongly disagree
12. The performance appraisal system is fair.  
☐ Strongly agree ☒ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
13. IT system should implement to support the HR Strategy  
☐ Strongly agree ☒ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree

## Appendix B:

The existing following leave form has used to record leave of employees:

| Viola Vitalis   |  |
|---|--|
| House # B/134, Road # 22, New DOHS Mohakhali .Dhaka -1206 |  |
| <b>LEAVE FORM</b>   |  |
| Date :    /    /  |  |
| Name Of Employee :  |  |
| Designation :   |  |
| Type of Leave :   | Eamed <input type="text"/> of Casual <input type="text"/> of |
|   | Sick <input type="text"/> of Other <input type="text"/> of   |
|   | Monthly <input type="text"/> of                              |
| No of Day :   | _____ Day(s)   |
| Form _____  | to _____   |
| Applicant's Signature : _____                             |  |
| Approved By : _____                                       |  |
| Manager , Admin : _____                                   |  |
| Approved By : _____                                       |  |
| CEO   |  |

**Figure 20:** Leave form of Viola Vitalis